



*"People
helping people
help
themselves"*

Mitchell E. Daniels, Jr., Governor
State of Indiana

DIVISION OF DISABILITY & REHABILITATIVE SERVICES
402 W. Washington Street, P.O. Box 7083
Indianapolis, IN 46207-7083
1-800-545-7763

Date: January 9, 2009

To: Service providers who support individuals with developmental disabilities in Indiana

From: Peter A. Bisbecos, DDRS Director and Andrew Ranck, Director of DDRS Initiatives

**Re: Technical Assistance Available to Improve Direct Support Professional Workforce
Recruitment and Retention**

The Division of Disability and Rehabilitative Services (DDRS) is pleased to announce an exciting new opportunity for developmental disability service providers in Indiana to participate in Phase II of our Direct Support Professional Development initiative.

Over the past year, DDRS partnered with the Indiana Institute on Disability & Community (IIDC) to work with nine (9) providers in an effort to improve the recruitment and retention of their direct support professional (DSP) workforce. During this pilot, DSPs participated in online and classroom based educational opportunities including the Foundations course, classes at Ivy Tech toward a degree, and an apprenticeship program at the Department of Labor.



Regional Training Coordinators worked with the pilot providers to assist with implementation and evaluation activities to measure the outcomes of this initiative. The response has been overwhelmingly positive. DSPs report feeling better about their profession and the support they provide to individuals with disabilities. Preliminary data indicates those providers are realizing slightly improved recruitment and retention rates.

Phase Two: The Technical Assistance Process

In October, Regional Training Coordinators began working with Amy Hewitt, a nationally recognized professional on DSP workforce issues based on a University of Minnesota model.

The coordinators are now prepared to provide technical assistance and support to other Indiana service providers such as:

1. Assessing organizational DSP workforce challenges
2. Developing intervention plans
3. Measuring the outcomes of the interventions

As a result of this training, we are seeking four (4) service providers who would like to partner with us to work to improve their workforce recruitment and retention. The selected providers will receive the following assistance at no cost:

1. Assessment:

The Regional Training Coordinator (RTC) and University of Minnesota (U of MN) staff will work with selected agencies to evaluate workforce issues and challenges including:

- Analyzing turnover and vacancy data at the organization level and site specific level
- Reviewing staff demographics and formal/informal benefits offered to DSPs
- Interviewing and participating in discussions with DSPs and front line supervisors to gain an understanding of the challenges from their perspective
- Interviewing management personnel (e.g. Executive Director, Human Resource Director, Training Director, Program Director)

Interviews will focus on efforts currently in place as well as past and future ideas addressing DSP workforce challenges. Following the assessment, providers will receive a written report of the findings that will include specific recommendations on addressing workforce challenges within their organization.

2. Intervention:

RTC and U of MN staff will work with the selected agencies to develop an intervention plan (including tasks, timelines and measurement outcomes). This plan will match specific interventions to the specific workforce challenges experienced by the organization and identified in the assessment. This plan will also meet the requirement of the program.

3. Measuring Outcomes

RTC and U of MN staff will work with the selected agencies to put in place systems to ensure that the outcomes identified in intervention plan are adequately measured.

Participant Expectations:

Shifting to a culture that embraces and supports opportunities for the empowerment of DSPs is challenging. The participating providers must fully commit to change in their organization. As with any change program, this exercise will require a significant amount of energy, time, passion and creativity. Commitment from the agencies executive director, board and management is essential.

How to Apply:

The Technical Assistance process is scheduled to begin the last week of February, 2009. If your organization is up to the challenge and is interested in participation, please complete the attached documents by February 6, 2009 and return to:

Mary F.Held, Project Coordinator
Center on Community Living and Careers
Indiana Institute on Disability and Community
Indiana University
2853 East Tenth Street
Bloomington, IN 47408-2696
812-855-6508, 812-855-9630 (fax)
maheld@indiana.edu

The U of MN has had much success working with organizations to reduce turnover and improve direct support practices in organizations. Their experience is that organizations that are committed and follow through on the interventions have reduced turnover by 18% (average). Any reduction in turnover will save your organization money and improve the continuity of the support you are able to provide people with disabilities, and ultimately, improve their overall quality of life.

Thank you.



Organization Employer *Instructions for Applicants*

If you are interested in reducing your Direct Support Professional turnover rate or improving your ability to find new Direct Support Professionals (DSPs), **return this application by February 6, 2009!** Four (4) Indiana organizations that provide community services for individuals with developmental disabilities will be selected to participate in this project.

Required Components of Your Application Packet:

- ☒ Completed Application Form and Workforce Outcomes Survey
- ☒ Completed and Signed Commitment Form.
- ☒ Written documentation describing the resources the organization is committing to the project and the reason your organization should be selected to participate in the project. This documentation should note how individuals with developmental disabilities and their family members, and Direct Support Professionals have been/will be involved in organization level activities to improve staff recruitment, retention and training initiatives.
- ☒ 1 paragraph biographical descriptions for each of the named employer participants documenting their qualifications and likelihood of success in completing the technical assistance activities of the project.

For questions about the project or to discuss further your questions about applying contact:

Mary F.Held, Project Coordinator
Center on Community Living and Careers
Indiana Institute on Disability and Community
Indiana University
812-855-6508, 812-855-9630 (fax)
maheld@indiana.edu



Organization Employer *Project Selection Criteria*

- **Application deadline is February 6, 2009.**
- Eligible participants include:
 - Organizations that employ people to provide direct supports to individuals with developmental disabilities.
 - Only community providers are eligible to participate
- Applicants must provide community supports to people with developmental disabilities.
 - For the purposes of this project, “community” means service settings where 8 or fewer people live, family or individual homes or community employment settings (including supported employment and work crews or enclaves of 8 or fewer people). Other types of services that are offered in community settings will also be considered (e.g., integrated recreation programs, employers of personal care assistants).
 - Organizations may provide congregate care services (e.g., 8+ person residential settings, congregate day programs and sheltered workshops) but a portion of their services must be provided in community settings.
- Applications will be considered from employers with all rates of turnover and vacancy.
- Consideration will be given to the geographic representation of organizations.
- Consideration will be given to the diversity of the applicant organization in terms of size and the scope of supports and services provided.
- 4 organizations and several alternates will be selected to participate in the project.

PROPOSAL EVALUATION PROCEDURE

The Project has selected a group of representative personnel to evaluate proposals using the criteria stated below.

The procedure for evaluating the proposals against the evaluation criteria will be as follows:

- Each proposal will be evaluated for adherence to requirements. Proposals that are incomplete or otherwise do not conform to proposal submission requirements may be eliminated from consideration.
- Each proposal will be evaluated on the basis of the categories included below. A point score has been established for each category.

EVALUATION CRITERIA

Proposals will be evaluated based upon the proven ability of the Respondent to satisfy the requirements of the RFP. Each of the evaluation criteria categories is described below with a brief explanation of the basis for evaluation in that category. The points associated with each category are indicated following the category name (total maximum points = 100).

Summary of Evaluation Criteria:

Criteria	Points
1. Adherence to Mandatory Requirements	20 points
2. Management Assessment/Quality (Business and Technical Proposal) <ul style="list-style-type: none">▪ Overall philosophy of the organization▪ Creativity of proposal▪ Strategies to meet outcomes▪ Approach to data collection▪ Overall quality of the proposal	50 points (Ten points each)
3. Description of how individuals with disabilities, family members, and direct support professionals will be involved in organization level activities to address recruitment, retention and training efforts of DSP's.	30 points
Total	100



ORGANIZATION EMPLOYER
Application Form - Deadline February 6, 2009

Organizational Employer

Employer Name: _____

Address: _____

City: _____

State: _____ Zip: _____

Phone: _____

Cell: _____

Fax: _____

E-mail: _____

Total number of people with developmental disabilities
served by the organization: _____

Of this total number:

% served in congregate settings (8+ persons in
residential, sheltered work) _____

% served in community settings (family home,
residence with less than 8 people, enclave,
supported employment) _____

Key Employer Contact (liaison to the project)

Name: _____

Title: _____

Address: _____

City: _____

State: _____ Zip: _____

Phone: _____

Cell: _____

Fax: _____

E-mail: _____

Additional Participant 1 (additional person involved)

Name: _____

Title: _____

Address: _____

City: _____

State: _____ Zip: _____

Phone: _____

Cell: _____

Fax: _____

E-mail: _____

Additional Participant 2 (additional person involved)

Name: _____

Title: _____

Address: _____

City: _____

State: _____ Zip: _____

Phone: _____

Cell: _____

Fax: _____

E-mail: _____



Organization Employer Workforce Outcomes Survey

Date Survey Completed: _____ **Organizational Employer Name:** _____

Provide the information the following information for the *time period July 1, 2007 to June 30, 2008*

Organizations: Please report information for your entire organization. If your organization provides services in more than one state, include information only for Indiana. Please answer each question as accurately as possible. If a question is unclear, answer to the best of your knowledge and note the question or comment in the margin.

If you have questions, please contact Mary Held, Center on Community Living and Careers, Indiana Institute on Disability and Community; maheld@indiana.edu, (812) 855-6508

Definitions

Direct Support Professionals (DSP): Employees whose primary responsibilities include providing support, training, supervision, and personal assistance to people with disabilities. At least 50% of a DSP's hours are spent in direct support tasks. DSP may perform some supervisory tasks, but the focus of his/her job is direct support work. Unless noted specifically, do not include workers whose position is only on-call (those who do not have any regularly scheduled hours).

Frontline Supervisors (FLS): Employees whose primary responsibility is the supervision of DSPs. While these individuals may perform direct support tasks, less than 50% of their time is spent in direct support roles.

Employer: An organization or individual/family that hires, supports and fires direct support professionals.

Organization: A for profit or non-profit business that provides services to people with developmental disabilities in Indiana and employs direct support professionals.

Deadline February 6, 2009.

A. Organization Characteristics

1. How many people with developmental disabilities does this employer serve in Indiana? (Provide a number)?
_____ total # of people
2. In how many different sites does this employer provide services to people with developmental disabilities? (Note the number of sites of each type)
 - a) Agency sites (e.g., group homes; DTH locations) _____
 - b) Family or individual homes _____
 - c) Job sites (e.g., community jobs) _____
 - d) Other (specify: _____) _____
3. Which of the following best describes this organization: (check one)
_____ 1. County-operated
_____ 2. Private for-profit
_____ 3. Private non-profit
_____ 4. Family (private pay)
_____ 5. Other (specify): _____
4. What year did this organization begin providing services to people with developmental disabilities?

5. Does this organization provide community services in a state other than Indiana? (Check one)
_____ 0. No
_____ 1. Yes
6. What services are offered by you as an organization (mark all that apply)?
_____ a. 24 hour residential supports and services (e.g., group home)
_____ b. Less than 24 hour residential supports and services (e.g., semi-independent living services)
_____ c. In-home supports (family or individual home)
_____ d. Job, vocational, or day program services
_____ e. Other (specify) _____
7. How many paid individuals did you employ as of June 30, 2008 in each of the following categories? (Provide a # for each category)
_____ a. # of Direct Support Professionals (DSP)
_____ b. # of Frontline Supervisors (FLS)
_____ c. # of Administrators
_____ d. # of Others
8. Of the Direct Support Professionals you employ, please note the number who are in each of the following categories? (Provide a number for each category)
_____ a. # of full-time DSPs
_____ b. # of part-time DSPs
_____ c. # of on-call DSPs
9. How many hours per week must a DSP work to be considered full-time? (Provide a number)
_____ hours per week
10. Which of the following describe the minimum level of education *required* for a DSP to be employed in your organization? (mark one)
_____ 1. None
_____ 2. GED or high school diploma
_____ 3. Post-secondary education
11. Wages for Direct Support Professionals (DSPs)
 - a) Average starting wage \$_____ per hour
 - b) Average wage \$_____ per hour
 - c) Highest current wage \$_____ per hour
12. Annual Salary for full-time Frontline Supervisors (FLS)
 - a) Average starting salary \$_____ per year
 - b) Average salary \$_____ per year
 - c) Highest current salary \$_____ per year
13. Counting all shifts and sites, but excluding on-call employees, how many direct support professionals left your organization for any reason in the last 12 months?
_____ # of DSPs who left in the last 12 months
14. Of all the Direct Support Professionals who left your organization in the last 12 months, how many of them had worked for you for 6 months or less before they left?
_____ # of DSPs who left within 6 months of hire

15. How many Direct Support Professionals would you have to hire today to fill all funded but vacant positions?

_____ # of DSP vacancies today

16. Counting all shifts and sites, how many Frontline Supervisors left for any reason in the last 12 months?

_____ # of FLS who left in the last 12 months

17. How many Frontline Supervisors would you have to hire today to fill all funded but vacant positions?

_____ # of FLS vacancies today

B. Paid Leave and Benefits

18. How many hours per week must a DSP work to be eligible to earn paid leave time (e.g., sick days, holidays, or personal leave)?

_____ a. # of hours per week DSPs must work to be eligible (write 1 if all DSPs are eligible)

_____ b. N/A, we do not offer these benefits to anyone

_____ c. N/A, we do not offer these benefits to DSPs

19. How many hours per week must a DSP work to be eligible for benefits such as health and/or dental insurance?

_____ a. # of hours per week a DSP must work to be eligible for benefits (write 1 if all DSPs are eligible for benefits)

_____ b. N/A, we do not offer these benefits to anyone

_____ c. N/A, we do not offer to these benefits to DSPs

C. Recruitment and Retention Issues

20. Which of the following are the biggest concerns for you as an employer? (Mark up to three choices)

- _____ a. Finding qualified DSPs to hire
_____ b. New hires quitting during the first 6 months
_____ c. Coworkers who do not get along
_____ d. DSPs who are dissatisfied with supervisors
_____ e. Morale problems
_____ f. Training does not produce desired results
_____ g. Supervisors who are not well trained
_____ h. Staffing patterns/scheduling issues
_____ i. Working conditions
_____ j. DSP wages/ benefits
_____ k. Job descriptions are outdated or incomplete
_____ l. Resistance to providing community supports and services
_____ m. Turnover of DSPs
_____ n. Turnover of Frontline Supervisors

21. What percentage of your annual budget is allocated to training, employee assistance, and staff development?

_____ % of annual budget

22. What proportion of new hires come from the following sources? (note a % for each)

- _____ a. We don't track this information
_____ b. Newspaper/ circular ads
_____ c. Referrals from current employees
_____ d. Website
_____ e. Employment or temp agency, school placement offices
_____ f. Other (please describe) _____

23. Advertising expenses in last 30 days: \$ _____

24. Hours of overtime paid in last 30 days: _____

25. What percentage of your budget for the last 30 days was spent on overtime pay? _____ %

26. As a result of workforce shortages, have you as an employer been forced to curtail services to prospective people with developmental disabilities who have been authorized to receive new services?

_____ a. Yes _____ b. No

27. Please describe any interventions you as an employer has used in the last two years to improve your recruitment, retention or training outcomes (attach an additional sheet if needed).
28. Describe any changes at this employer over the last 12 months that may have influenced recruitment, retention or training outcomes (attach an additional sheet if needed):
29. Describe how your agency would adhere to Mandatory Requirements and strive to achieve the outcomes of the proposal (Attach one additional sheet if needed):
30. Describe how the overall philosophy of your organization, the implementation plans to utilize technical assistance received including strategies and data collection. (Attach one additional sheet if needed):
31. Describe of how individuals with disabilities, family members, and direct support professionals will be involved in organization level activities to address recruitment, retention and training efforts of DSP's (Attach one additional sheet if needed):



Organization Employer Commitment Form

If selected to participate in the Technical Assistance offered by the Indiana Direct Support Professional Development Project we agree to complete the following tasks:

- Provide turnover and vacancy rate information at the beginning of the project as well as providing baseline and outcome data on any intervention we implement as part of the project. Initially by completing the survey in the application packet and then if selected as a participating organization by providing additional data that breaks down turnover and vacancy rates by service type (e.g. community vs. non-community; residential vs. vocational).
- Choose two to four organizational representatives to participate in the project – at least one of whom has the authority to allocate resources and implement interventions through the project, as well as a DSP and self-advocate.
- Provide replacement staff members to participate in the project should one or more of the original project participants leave the organization or the project for any reason.
- Commit the necessary staff time and participation.
- Participate in all project-related technical assistance activities.
- Commit to developing, implementing and evaluating an intervention plan designed specifically to reduce turnover and vacancy rates with your employees.
- Commit to improving individual choice and self-determination in your organization designed to achieve desired individual outcomes of the person(s) receiving services.

We understand that the benefits of participating in this project include the following:

- An opportunity to shape and participate in a statewide plan to address direct support workforce issues in Indiana.
- A chance to hear and share information about working intervention strategies to improve recruitment and retention of direct support professionals.
- A chance to participate and receive technical assistance to overcome barriers to recruitment and retention.
- Access to project products and tools such as the realistic job preview video, marketing toolkit, and on-line training for direct support professionals and frontline supervisors.

Signed:

Date:

Authorized Employer Representative